



# MASTER PLANNING



By Walt Brock

## **DIRECTOR'S POSSE EDITION**

ESPECIALLY FOR LEADERSHIP OF IRONWOOD FAMILY OF CAMPS

THOUGHTS, REMEMBRANCES, AND LESSONS  
LEARNED (OR SHOULD HAVE LEARNED) FROM  
STARTING A CAMP MINISTRY FROM SCRATCH

*For every house is builded by some man;  
but he that built all things is God.*

HEBREWS 3:4



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*Go to now, ye that say, To day or to morrow  
we will go into such a city, and continue there  
a year, and buy and sell, and get gain:  
Whereas ye know not what shall be on the morrow.  
For what is your life? It is even a vapour, that  
appeareth for a little time, and then vanisheth away.  
For that ye ought to say, If the Lord will,  
we shall live, and do this, or that.*

JAMES 4:13-15



# MASTER PLANNING STARTS WITH VISION

Ironwood is a home missions ministry using the unique aspects of the camping ministry to reach young people for the Lord Jesus Christ, strengthen families, and serve local churches. It is a place of decision in the areas of salvation, full surrender, and consistent Christian walk.

**CAMP IS A PLACE OF DECISION.**

## VISION

People follow leaders who have a vision and work hard at it. A leader without a vision rides off in all directions at the same time. A leader who has a vision, but doesn't work at it, is simply a dreamer.

Visions develop as you go, grow, and learn.

God's vision for me (this ministry) is not the same as it is for other ministries; but for me, it is consistent.

- Always by faith
- Always the same purpose

Faith is the operating principle of vision.

My vision expectation is in God alone.

WHAT IS YOUR VISION FOR BUILDING BY FAITH A  
FACILITY THAT WILL FACILITATE YOUR MISSION IN A  
FISCALLY PRUDENT MANNER IN YOUR LIFETIME?

## CHALLENGES TO CONSIDER WITH DELAY

Spiritual readiness—is the problem with me? Is my heart right?

- No bitterness
- No impatience
- No blame, no excuses
- What is God's way of doing this? (compare *1 Chronicles 13:1-12* and *15:12-14*)

Is it in God's timing? There is great power in prayer, but don't expect immediate answers. What is the Lord doing while He "bears long with them"? *Luke 18:1-8*

**Though he bear long with them**—"The most natural meaning is 'although he defers long to avenge them and greatly tries their patience, yet he will avenge them.' He tries their faith; he suffers their persecutions and trials to continue a long time; and it almost 'appears' as if he would not interpose. Yet he will do it, and will save them." (Notes: A. Barnes)

Think long term (generational). I am in this for the duration. Am I willing to spend my lifetime accomplishing the vision the Lord has laid at my feet?



Write out the vision the Lord has given you for your camp. \_\_\_\_\_

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Write out what you would believe are God's goals for the existence and success of this camp. \_\_\_\_\_

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# **MASTER PLANNING PRINCIPLES**



PRINCIPLE—A PRIMARY OR GENERAL STATEMENT  
OF TRUTH FROM WHICH APPLICATIONS CAN BE DRAWN

*There are many devices in a man's heart;  
nevertheless the counsel of the LORD, that shall stand.*  
PROVERBS 19:21

SOMETIMES THE LORD IS  
GROWING OUR FAITH WITH TESTS . . .  
TRUST TEST  
TIMING TEST  
TARGET TEST







# MASTER PLANNING PRINCIPLES

Hebrews 3:4 *For every house is built by some man; but he that built all things is God.*

Seeing tomorrow in the “mind’s eye” has always been a challenge to finite man. We do not have the godly perspective of omniscience, and in spite of the fact that we, as believers, have God’s written Word and His indwelling Holy Spirit, determining the future of a ministry remains a continuing challenge for all of us in the camping ministry (and I suspect for all those in any ministry as well).

We can find a number of practical helps on this quest, but in the end, finding God’s specific will remains for us, as God’s servants, a physical and mental challenge that demands a spiritual solution. *By spiritual solution, I mean that determining the future of a ministry must include an understanding of God’s Word, a discernment of His will, a conviction of His call to serve Him through the camping ministry, an involvement with Him in seasons of fasting and prayer, the filling with the Spirit for spiritual understanding, and a dogged determination to obey Him no matter the cost.*

## PRESUPPOSITIONS

The material, thoughts, and ideas contained herein concerning “Master Planning” presuppose that the camp director (or planning team) doing the master planning has clearly fixed in his mind and written down on paper two key elements of master planning.

1. A vision of God’s call and will for the camp ministry he is leading.
2. A clearly articulated (and recorded) purpose or mission statement that aims directly at carrying out that vision.

The passage of Scripture (Acts 26:14–20) below records the time when Saul was converted, became Paul, and was given the “heavenly vision” that motivated him all the days of his life. In it we see that Jesus gave Paul a purpose to fulfill upon this earth and that Paul later referred to this purpose as a “heavenly vision.” We can see that this vision was broad in scope, yet detailed enough to give Paul direction and a sense of purpose for the rest of his life. In his last years he claimed to “not being disobedient” to that vision as he looked back on his life. Note that the details of his training years in Arabia, his time in Jerusalem, his years in home town Tarsus, the years of mentoring by Barnabas, the ministry in Antioch, the call from the Holy Spirit to venture into the years of foreign travel on the three missionary journeys, and now this time of imprisonment were not specifically listed. God’s will was not outlined for him in detail, but when we look at what Jesus actually said to him, everything fits. And that is our goal . . . to have a master plan that is balanced between direction and destination, so that in the years ahead we can look back and see how it all fits together into what we call God’s “thelemic” will for our ministries.<sup>1</sup>

Acts 26:14–20

*And when we were all fallen to the earth, I heard a voice speaking unto me, and saying in the Hebrew tongue, Saul, Saul, why persecutest thou me? it is hard for thee to kick against the pricks. And I said, Who art thou, Lord? And he said, I am Jesus whom thou persecutest. But rise, and stand upon thy feet: for I have appeared unto thee for this **purpose**, to make thee a minister and a witness both of these things which thou hast seen, and of those things in the which I will appear unto thee; Delivering thee from the people, and from the Gentiles, unto whom now I send thee, To open their eyes, and to turn them from darkness to light, and from the power of Satan unto God, that they may receive forgiveness of sins, and inheritance among them which are sanctified by faith that is in me. Whereupon, O king Agrippa, I was not disobedient unto the **heavenly vision**. But showed first unto them of Damascus, and at Jerusalem, and throughout all the coasts of Judea, and then to the Gentiles, that they should repent and turn to God, and do works meet for repentance.*

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<sup>1</sup> *Thelema* is the Greek word for God’s desired will from His heart, “ic” means having to do with, so “thelemic will” refers to that which is God’s desired will from His heart for us. *Thelema* is found 64 times in 60 verses in the New Testament. Among them are Romans 1:10; 12:2; 2 Corinthians 1:1; Ephesians 5:17; 1 Thessalonians 4:3; and 1 John 2:17.



## TEN PRACTICAL PRINCIPLES TO CONSIDER CONCERNING MASTER PLANNING

1. The principle of three-fold creation
  - a. In your dreams and in your minds
  - b. On paper—scribbles at first, refined as you go
  - c. On the land, in reality as you layout boundary points and build
2. The principle of prudence in planning, therefore avoiding . . .
  - a. Unrealistic time deadlines
  - b. “Putting God in a box” by dictating when, how, what, and who.
  - c. Unrealistic goals—sized beyond your constituency, facility luxury quotient (too high or too low)
  - d. Leveraging (debt) your plan without God’s endorsement
  - e. Improperly sharing your vision can generate more discouragement than encouragement.  
*Nehemiah 1:9 (Jeremiah 27); 2:12, 17–18; 4:6*

What you share—know your audience, deadlines, detail

- Some can see the mountain top, the path ahead, and the next step.
- Some can only see the path ahead and the next right step.
- Some can only see the next right step.
- Some can only see the obstacles.

How you share the plan is important; avoid boasting, demanding, or predicting.

To whom you share the plan will need discernment; go to the right folks first (get this out of order and trouble will follow).

- Discussions with planning team is not sharing the plan.
- Go to board first; ask for three “C’s.”
  - Content (complete and makes sense)
  - Context (internal and external)
  - Consensus (agreement here before moving on)
- Staff team input—again listen for the three C’s.
- Key supporters, major donors, discussions; listen for questions that indicate holes in the plan.
- Constituents and stakeholders

Timing of information— missed deadlines create discouragement and if continued, mistrust.

Present a clear path to accomplish the plan that is both consistently positive yet balanced with a recognition of the many challenges ahead in order to accomplish the plan.

3. The principle of total planning—Plan for all the basic parts of a camping ministry; not just property.
  - a. People are the key to the ministry, but it starts with a God-called director who is in it for the duration.
  - b. Philosophy of ministry fleshed out in policy (financial policies and operating policies are important to guide planning). Without a philosophy of ministry, there is no framework for making decisions regarding ideas, creativity, requests, change possibilities, and new opportunities.
  - c. Program clearly articulated so that property development fits program; not program fits facility.



- d. Process plans—how do people and things flow in your ministry?
  - e. Property—make it fit everything above.
4. The principle of the life call and longevity of ministry—Master plans will sometimes take years, decades, and even generations to complete.
- a. Layout of long-range plans—five years to 30+ years
    - Phases—three to five-year phases—base your timelines on God’s will, numbers showing “ministry pressure,” and not on timelines or deadlines.
    - Sequences (what comes next)—“look at the top of the mountain; focus on the path ahead. Then look down and take the next right step.”
    - Continuity of ministry—value of gift for eternity is very important to those who have the spiritual gift of giving, and the fact that you won’t quit gives them confidence. Conversely, vacillation of leadership or leadership departure discourages givers.
  - b. Master plans will occasionally need adjustment due to the following:
    - Context changes—internal/external
    - Alignment—bringing what we are doing back into line with our mission
    - Additions or subtractions to the mission statement
    - Strategy initiatives and adjustments
    - Ministry cycle or stage
    - Evaluations of purpose accomplishment—get an honest appraisal of this
    - Constituent survey and evaluations—where and what are their concerns?
    - History respected, promises that have been made, and today’s reality
  - c. What God had put in your heart to do—not only you must be convinced of this, but your followers as well!
 

*Nehemiah 2:12 And I arose in the night, I and some few men with me; neither told I any man what my God had put in my heart to do at Jerusalem.*
5. The spiritual challenge principle—Always look for a spiritual solution to a temporal challenge.
- a. Reasons we don’t grow—God may be waiting for you and/or the ministry to grow.
    - Lack of diligence—*Romans 12:8*
    - Temptation too strong for us if we do this now—*1 Corinthians 10:13*
    - Weak stewardship—*1 Corinthians 4:2*
    - Poor treatment of team—*1 Timothy 5:18*
    - Failure to be faithful with what I already have—*Luke 16:10–12*
    - Failure to ask the source
      - John 16:24 ...ask and ye shall receive...
      - James 4:2 ...ye have not because ye ask not...
    - Promises made we can’t keep brings embarrassment—*Luke 14:29–30*
  - b. Faith applied in ordinary areas of obedience—*Hebrews 11:6*
  - c. What part does pride play in all my dreams and plans?—*1 Peter 5:5; James 4:6*



6. The principle of ebb and flow of people and program

a. Identify the basic zones needed for your camp

Recreation and the big game

Outlying program-related places—prayer chapel, places to consider, shooting range

Unique camp activities

Leisure and fellowship areas

Sleeping areas

Dining rooms

Preaching and services

Maintenance and other support facilities (hospitality, storage etc.)

Administration and offices

Residential for staff

b. Figure out the frequency of daily use, size needed, and sequence of use for each zone.

c. Know the basic schedule of the average camp or retreat. Travel (walking) considerations and the zone of proximity as it relates to times of good or bad weather, type of terrain and elevations to traverse, etc. This is often the key to making camp work.

d. Identify use issues and constraints for each zone

Boys/girls cabins (swing cabins, can be used by either gender as boy/girl ratio changes)

Preaching without noise and distractions

Safety and security

Vehicle travel or foot travel; age and mobility of campers

Weather effects upon each zone and its use

e. Picture in your mind and record on paper how people will flow from zone to zone or the impact on a zone as campers stream through it several times a day. Make adjustments on paper as you discern problems. (Sometimes it helps to walk proposed route yourself; time it and note effect of hills, etc.)

7. The principle of people first—service is our privilege.

a. Priorities

People

Program

Property

Process

b. “One-step-backism”—we live in a changing society, and comfort tolerances are evolving. This is a term we use to describe the fact that when people, especially adults, come to camp, they will tolerate a one step back from what they are used to at home, but not two or three steps back from their norm. It is important to note that we are talking about “their norm,” and not yours. Nowhere is this more clearly seen than in what is considered acceptable for restrooms when at camp. As society changes, we must adapt without hurting our chosen camp philosophy.

Outhouse

Bath house, remote



Restroom in house

Restroom in room

c. Will they return, rave, and remit? What do their evaluations say or don't say?

8. The teamwork principle of planning

- a. Planning is the job of one or of a very few; however, if as director you lack the experience, the creativity, or the authority to develop such a plan, then you should seek out the appropriate help.
- b. As your plan begins to take form, allow your leadership team to question your plan.

Context—assumptions regarding internal (staff, space, service) and external contexts

— Constituents

— Colleagues

— Competition

— Community

Content of plan—is it complete?

Completeness of plan

Conclusions of team should result in consensus

9. The principle of balanced quality

- a. If something is worth doing, it is worth doing right; but if it is worth doing and you can't do it right, it is worth doing anyway!
- b. We must learn to balance our plans, being neither **complacent** nor **covetous**, but rather we must be content with God's will and timing.
- c. Balancing the current cultural context with "our purpose" and realistic cost.
- d. Core value number

10. The principle of the properly defined method. Define camp work keeping in mind that camp has no intrinsic value in itself, as does the local church. We must know what it is, what it does, and why it is such an effective method.

- a. Write out your definition of "camp." Camp is a place of decision . . .
- b. Make a list of the key elements of an effective camp (can't do camp without them).

The HEART of camping

— Hear the Word in a creation context

— Eliminate distractions

— Away from home overnight

— Reflect on the Word and my life

— Trained and dedicated staff

Five aspects of CAMP

— Eat

— Meet

— Sleep



- Play
  - Consider
- The three ingredients of camp
- FUN
  - Safety
  - Spiritual impact
- c. Make a list of off-site essentials.
- Distant views and scenery
  - Neighbors, or the lack thereof
  - Utilities and services
  - Proximity to constituents
- d. Make a list of on-site essentials.
- Kitchen and dining room—"Good grub and plenty of it"
  - Preaching without distraction
  - Sleeping in comfort
  - Staff team
  - Unique activities
- e. Make a list of issues you will have to solve
- Minimum standards of quality—what you inspect, not what you expect
  - Sustainable financial solvency—adjustments made in order to manage both up and down periods.
  - How do you balance good business practices, financial management, and planning with ministry by faith?
  - Biblical principles of operation and financial policy
  - Relationship between the local church and the camp (non-profit corporation)
- f. There is (*almost*) no impossible property site for a camp—just differing pros and cons for a particular site, and planning is the key to turning a negative into a positive.

There is no way to plan your way out of challenges and difficulties by eliminating them, but a good plan will keep you going in the right direction while you are dealing with them (*Nehemiah 4–6*).





# MASTER PLANNING NOTES



*Through wisdom is an house builded; and by understanding it is established:  
And by knowledge shall the chambers be filled with all precious and pleasant riches.*

PROVERBS 24:3-4

*And, Thou, Lord, in the beginning hast laid the foundation of the earth;  
and the heavens are the works of thine hands: They shall perish; but thou remainest;  
and they all shall wax old as doth a garment; And as a vesture shalt thou fold them up,  
and they shall be changed: but thou art the same, and thy years shall not fail.*

HEBREWS 1:10-12

*For every house is builded by some man; but he that built all things is God.*

HEBREWS 3:4







# MASTER PLANNING NOTES

## FOR IRONWOOD FAMILY OF CAMPS LEADERSHIP

Ephesians 5:1 *Be ye therefore followers of God . . .*  
God's plan was made before even creation happened.

### INTRODUCTION

One day while reading Exodus 35, I was quite surprised to find verses about God's part in preparing people to build structures to be used in His service. Since I was in the process of building a camp, the verses received my full attention. This Scripture passage records for us that in the past God called people to build and filled them with His Spirit for special wisdom, understanding, and knowledge in all manner of workmanship to both design and build what God had ordained. As a result of my study and meditation on that passage, I became convinced that I should pray for such filling and wisdom for myself (*Luke 11:13*). I knew that I needed God's help mixed with a healthy dose of creative wisdom to begin the process of master planning a facility specifically designed for the camp methodology.

When we as camp directors and planning teams think about developing a God-glorifying master plan for a facility for His service, we might be thinking we can only build with the best tools and materials or make the final product so grand that it glorifies God according to our own perceptions of what that means. However, notice the context of the passage in *Exodus 35:30–35* and the instructions given by God to build a tent (tabernacle) within which God would be worshipped. Remember who the builders were in this passage—Israelites who had just months before been building huge temples in Egypt for the pharaoh and undoubtedly had the best of tools and materials and were very skilled in temple building. Some of their structures are probably still standing today. But here in the wilderness they did not have such tools and materials, so God commanded them to use what they had. For God, they built a tent. Did you ever wonder how many badgers had to die to build the tabernacle? In Egypt as slaves they built for the sun god temples of stone, but here in the wilderness God was glorified with the building of a tent made of badger skins. Let's remember as we start this process that God's value system is different from man's.

This "tent" building in the wilderness was God's plan. It was His plan to build a tent as phase one in the long process of building a temple for the holy place and Holy of Holies. Basic dimensions and proportions were followed even centuries later when the temple was built. PHASED BUILDING IS PART OF GOD'S MASTER PLAN and can even be seen in theology when we study the Scripture from a dispensational viewpoint.

Being a member of the Family of Camps has certain advantages and some perceived disadvantages. The advantages pertain to philosophy, processes, purpose, people trading ideas and expertise, as well as sharing of contacts, willing helpers, and volunteers. A disadvantage lies in the perception that Ironwood wants to control and dictate. There are areas that this is true, especially at the beginning, but the goals, as in a family, are for the children to grow to maturity and become independent of the parents, using the parents' wisdom as a resource for advice. No parent would want their children to abandon their beliefs and go astray in this world, nor would we want to see that happen in the Family of Camps. Ironwood has no aspirations of long-term control; however, we would be pleased to find that there is a long-term mutual benefit in the exchange of advice, information, and ideas among the Family of Camps. No one ever gets to the point when they can stop learning and start coasting.

In this area of planning, and especially master planning, Ironwood has no desire to see their facility duplicated in other camps. Likewise, other camps should not look at what Ironwood has accumulated and built over many decades as a starting point for their camp. Ironwood was built in about four phases, with at least one more phase still on the planning table for when we reach 24,000 camper days, if the Lord should decide to trust us with that much ministry in the future.

With this booklet we want to share what we have learned in the past so that each camp can learn from some of our mistakes and benefit from what we have learned. Remember, each camp as a member of the Family of Camps has



committed to following the philosophy, purpose, and program outlined in each camp's foundational documents. What this means is that not every camp will have program and operation processes identical to Ironwood. This is only logical since each camp is in a different location, with different constituents, with different needs for vector control, and with differing weather patterns—all of which affect the program in some way. So, the program at each camp is similar, yet not identical. However, being similar in program means we should also be similar (keeping all the variant factors in mind) in facility requirements to run the program and accomplish our mutual purpose—similar, yet not identical. The following material is designed to help in the process of each member of the Family of Camps developing their own master plan.

## **NOTE #1**

**Start with the known and proceed to the unknown, or we might say . . . start with what you have today and proceed to the desired future.**

### **WHAT DO YOU HAVE NOW?**

1. Make a list of all current structures with their basic sizes, function, and orientation.
2. Get the most accurate map of the property that you can. Make sure you can write or draw on it. The more accurate the locations and scale are . . . the more accurate the plans can be. Mark it up, then roll it up, wait a few months, then do it all over again. Now compare the two, three, or four maps you have created.
3. Locate the current buildings on the property—even if you plan to remove them in the future. Label all existing and previous structures as “existing” in a separate legend on the map. Differentiate between them and proposed items by color or other method so anyone looking at the map can immediately distinguish between the existing and the proposed.
4. Try to locate landmarks, wells, roads, paths, corrals, fences, springs, property lines, rights of way (road setback, power, pipe lines, primary and secondary access points, etc.)
5. Locate geographical features as well, such as hills, cliffs, large trees, creeks, ponds, open fields, rock outcropping in any proposed use areas, and elevation contours if available and feasible.
6. Where are the best views?
7. Indicate closest house or inhabited structure along each property line (touching property or within one mile).
8. Consider weather patterns and develop plans to mitigate ministry-ending weather events possible in your area—temperature, snow, rain, wind, etc.

### **WHAT DOES YOUR DESIRED FUTURE LOOK LIKE?**

1. Philosophy of ministry, principles of operation, and purpose established
2. Vision for your ministry in your location and surrounding population
3. Settle on a strategy—maybe phase this out too, start with one strategy, and shift to another as the ministry grows and/or develops.
  - a. Camp type
    - Year around vs. seasonal
    - Youth or adult
    - Youth and adult
    - Family camps
    - Special program needs—sports = gym; horsemanship = arena, barn etc.



## b. Facility Needs

Size, what is your ultimate goal, and your current goal?

Rustic, comfortable, resort, luxury

Spiritual impact methodology

Water—lake, pool, domestic, landscaping, etc.

Surrounding community issues

## **NOTE #2**

**Embrace the concept of building in phases, and remember each phase may take several years to complete.** The value of growing in phases is that each phase is a growing and learning phase. Both the ministry and the leadership are maturing as the phases are being built out so that they will be ready to manage the ministry at the next level of growth.

## LEADERSHIP GROWTH AND READINESS

It is my experience that God uses each phase to teach His ministers something new—something they need before the next stretch of faith comes their way. Such learning and growth takes more time than we would like to admit, but too often the greatest hindrance we faced for the next level of blessing and growth was my readiness to lead the ministry at that increased level. In looking back, I can now see that each phase of growth in ministry was in God's grace timed to fit my readiness to lead at that level. And now, camp leaders, hopefully believing that will put some pressure on you to apply more sweat and tears into maturing into ministry.

## PROOF OF CONCEPT

Another aspect of growth needed during each phase deals with the idea of “**proof of concept**” at that level of ministry. In other words, if we can't do a super job and fill the beds with campers and show the accomplishment of purpose at this level, why should anyone believe we can handle the next level of growth? This is crucial in building a donor base for construction, staff support, and operational-type giving. Each level must generate the appropriate donations to function properly. Until that happens, there is no need to think about building more.

## FOLLOW THE MINISTRY

Over the years we have seen that certain aspects of the camping ministry seem to need greater resources to keep the ball rolling in the success and popularity of that ministry. For example, kids focused cabins vs. adult focused cabins, interest in horsemanship rises and falls, custom groups vs. all-church group events, large groups vs. demands for smaller group events.

## TRACK RECORD

This also deals with a ministry **building a consistent track record of ministry** accomplishment. This means we are accomplishing the twin goals of first doing what we said we would do, and second, we are practicing wise stewardship of that which we already have. Taken together, these show a consistent ministry record and endurance that gives both users and donors confidence that their investment in your leadership and your team will indeed produce and bear fruit for eternity. From a practical standpoint a good track record is important to two groups of decision makers.

1. Those making decisions on whether they will send campers.
2. Those making decisions concerning investing their limited funds in your ministry so as to best lay up treasures in Heaven as the Lord commanded. People who have the spiritual gift of giving look long and hard at the facts that support or detract from ministry quality.



Keep in mind that users (campers) of the camp ministry and donors to the ministry are in the main, different people. **Remember the 80/20 rule:** 20% of your donations come from users, are generally smaller amounts, and tend toward operational purposes; 80% of donations come from non- or infrequent users, and their giving tends toward capital projects (buildings) and ministry accomplishment purposes (camperships, etc.). Both types of givers are necessary, and my experience has been that those giving the 80% will not give unless those giving the 20% are giving first. So, it is vital that camp directors do not neglect building their ministry donor population from within their constituency base. Gifts of \$20 per month are very precious in the Lord's eyes (think . . . the widow's two mites), and in some donors' eyes seen as a prerequisite to their personal giving toward capital projects.

#### CAMP DIRECTORS' COMMUNICATION CHALLENGES

Their communication regarding financial needs must be clear, consistent, timely, accurate, uplifting, and spiritually fulfilling with both donor pools, but it must not be the same. Remember each group of donors have different interests in giving, and while the information in each must be consistent with each other, they are nevertheless different from one another. Directors must learn to think like the people they are addressing in their communications.

## YEARS TO COMPLETE

Think in terms of four or five phases of development that may span decades of ministry and may themselves have some sub-phases within them. Keep in mind that phases one, two, and maybe three are phases that are heavy in "adding on" to existing buildings, changing building usage, adapting a building to a new reality, etc. These types of changes allow the ministry to grow to a point where the ministry pressure and the donor base can come together. Plans can possibly be made for "terminal buildings," such as an auditorium that will hold all that this facility will ever need or a similar kitchen and dining room. Ironwood had been in existence for 27 years before we built our first such building.

## WHAT ARE MINISTRY PHASE LEVELS?

They are targets of growth based on the ministry's current strategy and ministry opportunity (churches currently coming and a realistic appraisal of possible new churches coming). A change in the numbers at each level triggers either a shift in strategy or increased ministry pressure within the same strategy. (Full cabins all summer = need for more cabins; whereas, half full cabins year after year may be signaling a need for a strategy shift.)

A good place to start for a camp (and the need for one camp may be different than this suggestion) would be cabins, meeting rooms, dining area, fellowship area, etc. for a particular number of campers (note that each percentage growth is smaller than the previous):

1. 40 campers
2. 80 campers
3. 120 campers
4. 160 campers
5. 240 campers

Note: Each growth plan phase must address at least three primary aspects of facility growth listed below and then make sure the secondary aspects of fellowship areas, program needs, and support capabilities are following suit in due time to balance out facility with people and program needs. Some creativity can be used to mitigate each of these as facility growth is in progress, but care and discipline must be exercised to make sure the temporary does not become the permanent. The long-term goal is to balance these three areas.

1. Cabin capacity
2. Dining room and kitchen capacity



3. Meeting room size and capacity

## ZONES WITHIN PHASES

Each phase must consider and plan for three types of zones.

1. Functional zones—describes the basic function preformed there.
2. Proximity zones—what needs to be close to what?
3. Travel zones (routes)—how will the camper move from place to place?

## FUNCTIONAL ZONES

Each of these three zones of facility development that must be considered and planned for in **each phase**. We will call these zones **functional zones** because they are defined or described by their function. If one fails to consider the needs of any of these three zones in the plan, major problems will be result in the future.

1. **Functional Zone 1—Main Meeting and close by Fellowship Area**, which will include the meeting room, game room, fellowship area, store, or snack shop. Campers will walk to this location a minimum of twice a day for preaching and several other times daily for free time games, snack shop opening, etc. Its proximity to the meeting location is essential to keeping the fellowship, conversation, and one-on-one opportunities alive and energized so campers don't just filter back to their cabins for the evening.
2. **Functional Zone 2** will be the **Kitchen and Dining Room Area** with three very important visits a day for the campers—visits that communicate quality of ministry and result in satisfied campers.
3. **Functional Zone 3** will be the **Cabin Areas** and the areas around them, including vehicle parking. Campers will spend more time here than in any other single zone, thus an important place to get right. Comfort, cleanliness, and adequate sleep are necessary to eliminate distractions. The campers walk to and from their cabins, and ability to sit and consider in proximity to their cabin is all part of this package.
4. **Functional Zone 4** will be the **Unique Program Areas**. In most camps these will be spread out a bit to accommodate the activity involved, but there will usually be what we will call **program central**, a hub from which program emanates and then disperses to various locations on the property.
  - a. Program central will be a place campers visit almost every time a program event is on the schedule, such area might be a pavilion or a porch etc.
  - b. Then there are some event locations that may get daily visits. large field for big games, a gym, craft areas, the lake or pool may also get daily visits.
  - c. Other program locations may only get one or two visits each time a camper is at camp. Such areas include horses, shooting range, high ropes, zip lines, archery, paint ball, etc.
  - d. "Consider" zones must be located all around camp, but concentrated near proximity zone "A."
5. **Functional Zone 5** will be **Support Facility Area** for such things as offices, maintenance, storage, laundry, utilities, wells, first aid, and housing for staff (resident staff and summer staff). This zone also includes roads, access, security, trash disposal, and parking.
  - a. Some functions like registration require them to be easily accessed, and others like maintenance that uses vehicles can be further away.
  - b. Also, consider camper safety regarding vehicles, either as pedestrians or as passengers.
  - c. In the placement of access roads and walkways, year-round weather issues need to be considered; make it easy on them
  - d. Emergency evacuation routes should be a part of this zone planning.



## PROXIMITY ZONES

These are determined by the distance each zone is from where the camper is currently located.

1. **Proximity Zone A** are locations within easy walking distance (defined differently by different people), say about 200' or less from the camper. If we consider the three main places campers go every day, where they eat, sleep, and meet as the three points of a triangle, then everything within that triangle would be in proximity zone A. Zone A is usually the best place for campers to gather when not in a scheduled activity; it makes for a good location to develop fellowship enhancements in that A zone. This gathering point or fellowship location could include food or snack options, stores, conversation areas, seat and chairs, games (table and active, some 1x1, and some small group), a restroom option, a quiet corner, but not secluded from sight for counseling or conversations, and considered to be a comfortable place to hang out for the various ages of campers you serve.
2. **Proximity Zone B** are locations within walking distance but are a bit of a hike to get to, say from 200' to a max distance of about 1000'. If there is an elevation climb involved with getting to the location, just cut that distance in half in order to be within Zone B. So within zone B geography and obstructions may change its size and shape as the camp property and manmade structures are considered.
3. **Proximity Zone C** is everything beyond that and almost all destinations within zone C require some form of camp-provided transportation unless the walk and time required is part of the activity.
4. **Proximity Zone D** deals with the least scheduled aspect of the program, but very important in terms of the spiritual impact of camp. We call it the "consider zone," and it really is not a stand-alone zone in terms of location, but rather it should be found all around camp as a place for campers to sit and consider what they have heard from the Word of God—in the preaching, the 1x1 counseling, cabin devotions, and overall camp experience, as the Holy Spirit works in their lives and as they consider what decisions they should be making before leaving camp.

## TRAVEL ZONE

This is more important than it might seem at first, but think of it in terms of the campers' view point and experience. It is simply thinking through the routes taken by the campers, distance, up or down elevation, type of terrain being traversed, weather issues, sightlines during walk (by dumpsters, etc.), through work areas, cutting through other program areas, downstream from shooting range, and a whole host of other considerations that a camper will experience going from one place to another at camp. Remember, you may be very familiar with your facility, but most campers are not. They get lost, it takes them more time, they go places they shouldn't, they see things better not seen, etc. Draw a map of the easiest and quickest way from point A to point B for each scheduled transition. Remember your campers will use that route even if you clearly mark off a different yet longer route. Considering such routes should be part of event placement decisions. Longer distances should have periodic rest stations or benches if your facility is frequently ministering to adults.

## CHALLENGES TO KEEP IN MIND AND PLAN FOR IN EACH PHASE

When planning locations and placement of buildings, consider

1. How far people must walk to next event; travel time planned into schedule
2. Elevation change in the walk; consider the age and condition of the campers (adults look at things much different than kids and today's population is much less physically fit than when many of our camps were started)
3. Weather difficulties—rain, sun, snow, ice, sand, rocks (uneven path), etc.
4. Visibility at night—safety issues, walking alone at night (bears, path, etc.)
5. "Find-ability" of location—signage, directions, names, numbers, maps, etc.
6. Cabin group walking all at once



7. Outside areas, campfire locations, games, considering the Word, hiking trails, creation meditation points, fellowship, and one-on-one time opportunities and locations
8. Theme décor of whole facility followed
9. An ugly route—what do campers see that you have become used to?
10. Noise issue for neighbors or campers in preaching sessions and others playing games; kids can't have fun unless they are making noise.
11. First impressions route—travel from the front gate/sign to the registration office; what is the campers' (and parents of campers) first impression of the ministry. Be honest in assessing what they really see as they arrive. The economy of scale must work for the camp and not against the camp in terms of expenses, labor, space, etc.; therefore, if a camp decides to have multiple programs running simultaneously, then the plan should call for functional zones 2 (food) and 5 (support) to be central to both programs and not duplicate these services. Failure to do so could destroy the long-term viability of the secondary program.

## **NOTE #3**

**Be very comfortable with building simply and efficiently with the thought of modifications in the future being likely.**

1. Build with stick frame construction, while considering local area practices that have been learned over many years in dealing with the variables of that area.
2. Use décor to set the mood or follow the theme. Be consistent in following the theme in landscaping and building décor and trim, including color and style that fits the theme. There needs to be a well-thought-out reason for any deviation from the theme—not just “I got tired of doing it that way, making it all look that way, or making it look more up to date.” Color choices that fit the theme will still be acceptable in years to come, but color choices that fit what is “currently popular” will be out of date within a short while.
3. Use trusses and make as many spaces open free spans as possible with snow and/or wind loads and total length of spans taken into consideration. That way the interior walls can be reconfigured in the future without concern for the structural integrity of the roof.
4. Make sure roof lines of new buildings keep in mind the likelihood of adding on to the building. Consider adding on in relation to property lines, drainage issues, elevation, service lines, septic tanks, etc. Think ahead to the next phase level and consider what needs to be done to get there little by little. Gable ends can be added on multiple times if space permits; shed roofs can only be done once, but have the advantage of starting as an open patio and being closed in later to eliminate distractions.
5. Build with patience. Remember the “FARMER PRINCIPLE” which could be referred to as the law of patience from James 5:7, “*Behold, the husbandman waiteth for the precious fruit of the earth, and hath long patience for it, until he receives the early and latter rain.*” God has ordained from the foundation of the world the process of growth, and growth takes time to occur. Babies are born and must grow; plants are the same way. Slow growth is generally much stronger than fast growth, and an example of that occurred here years ago, when we first started Ironwood, we found ourselves in the turkey-growing business of farming. The philosophy of the outfit we were working for was to push the growth of the turkeys as fast as possible. That helped their bottom line, and usually worked because the turkeys would be harvested by the time they were six months old. Occasionally the market was such that we had to hold the turkeys longer than six months before marketing them, and that was when everything began to go wrong. The feed they had been given put more weight on their frames than they could handle; tendons bowed, legs broke, sores developed, and they started having heart attacks because they were so heavy their frame and system could not handle the weight. We sure don't want that for our camp ministries.

I learned that sometimes slow growth takes time and patience, but it ends up in a stronger life—like an oak tree compared to an athel tree. First prepare the soil, then plant, then wait, then cultivate, then wait, and wait, then harvest. You can't rush the process. **This “Law of Patience” allows the maturity of both the ministry**



and the leadership to keep pace with the pressures and problems that accompany growth. However, nowhere in Scripture is there ever an excuse for slothfulness; farmers are always busy while waiting—mending fences, feeding livestock, painting barns, maintaining machinery, etc.

6. When we mention building simply, we are referring to doing so within the context of the following. These challenges and others not listed all have to be considered as a master plan is developed.
  - a. Temperature (air conditioning, coolers in desert)
  - b. Travel zones at camp
  - c. Prevailing winds
  - d. Snowdrift patterns
  - e. Winter ground freeze issues
  - f. Seasonal or year around use
  - g. Insulation—requirements, efficiency needs
  - h. Basement or not depending on area
  - i. Exterior siding to stand up to outside weather
  - j. Overall fit and blend with local and environment of area
  - k. The comfort level and quotient of one's constituent campers
7. Don't build beyond skill level of staff, and/or volunteers, or your budget to contract out certain parts of a building.
8. Don't try to build beyond skill level of those who will design and plan the structure. Choices include
  - a. your design and plans;
  - b. volunteer architect submitting a plan after talking with camp administration;
  - c. hired architect/engineer, etc.;
  - d. using plans drawn for another ministry and then adjusted for this ministry.
9. Be content to not compare your camp to others in terms of what they have compared to you. Remember each ministry is in its own phase of ministry growth, needs, and resources. Comparison brings with it the twin evils of covetousness or pride; however, finding ideas one can adapt to their current situation is extremely beneficial.
10. Concentrate on functionality in terms of eliminating distractions, but not in terms of trends or fads.
  - a. Cabins and buildings need to be comfortable in terms of their function.
  - b. Buildings are adequate for their intended purpose.
  - c. Buildings need to be frugally constructed, but not stingily constructed. Be a good steward. Make each dollar go as far as you can, remembering requests will always exceed resources. It is not a matter of how much you can do per dollar as it is about what gets left out when you spend more than necessary.
  - d. \*Use of décor\*—use of décor following the property development and program theme can go a long way to spruce up a purely functional building. Be creative and adaptable. Décor should not say “dated, old, dirty, or worn out,” but it should say “theme”—total property theme, or program theme for that year. The program may change with that year's program theme, but the property theme is consistent year after year after year. While program and platform themes may change, keep your facility theme consistent. People like to come back to something familiar year after year (they remember that log is where they got saved, etc.).



## 11. Budget considerations when building simply

- a. When we were building cabins and support structures at Ironwood during our first ten years of ministry, I developed a very simple building philosophy that guided me in decision making in those early years. If something is worth doing, then it is worth doing right; but if it is worth doing and it is impossible to do it right, it is worth doing anyway. That may not fit everyone's idea of how to develop a camp facility, but it seemed to work for us. Now I will concede that that policy has led to many projects that we refer to as *"pioneer upgrades."* That phrase honors those who did their best in the past with what they had, while we are still aiming at improving those things that were done in the past that do not meet our ministries' current standard of quality. In the long run, doing things the best we could for that decade gave us lots of ministry we would have never had without that pioneer spirit. Each camp ministry will have to decide how to function when requests for more exceed their available resources. There are, of course, limits to this philosophy when it comes to safety and creating distractions that interfere with our ministry purpose. Such decisions need to be purposely made. (Refer to Ironwood document, "How Our Purpose Helps Us Make Decisions," in Appendix 1).
- b. Budget limits need to be clearly defined as part of one's box of creativity (Appendix 2).

**Shoe string budget**—spend very little or nothing (remember our "skunk works" projects)

**Basic budget**—realistically set reflecting anticipated volunteer labor and skill. Have discipline to plan realistically within the set budget, and do not pull the trigger on the project until you have board consensus and a plan of stopping points to preserve what has been done until more funds come in. Do a lot of praying and talking.

**Think big budget**—do this on certain key structures and see what the Lord provides. Be able and willing to clearly articulate why spending more than the normal "basic budget" is either necessary or desirable for this particular project. Beware of the projects that are either too big or unnecessary that end up hurting the ministry and the Lord's reputation (Luke 14:28–30).

**Budget fit**—in thinking big be sure, however, that you don't create a "pie in the sky" construction budget that it exceeds your needs and is way too big and too expensive. What you propose must be seen as "fitting" your ministry needs and capabilities to manage and use it effectively and efficiently to accomplish your purpose.

## **NOTE #4**

### **Plan and build with skill, faith, and discipline.**

#### **SKILL**

*Exodus 35:32* indicates that Bezalel and his team had the skill and ability "to devise curious works." Strong's Dictionary lists synonyms of the word "devise" as esteem, plot, forecast, invent, think, and imagine. These workmen called of God were able to plan and produce "curious works," or artistic designs. If we lack some of the skills necessary to plan and draw a master plan, there is nothing wrong with rolling up our mental sleeves and learning some of those skills, doing the best we can . . . for if something is worth doing . . . Learn it or recruit it.

#### **FAITH**

There is also a faith element in master planning—the faith to believe that what God has ordered He will provide—both in man power and resources. The challenge comes in when God's timing and methodology for doing so differs from what we imagined He would do. **Little did I realize when I was waiting on the Lord to supply, He was using the time and circumstances to 1) grow our faith, 2) mature our ministry so that when He did supply, 3) we could use it effectively for our mission accomplishment.** One of the surprising things I've learned in the ministry has been the realization that "I, too, am the ministry!" It behooves us in leadership to learn, grow, and prepare for the future responsibility we will have when God determines we are now ready to handle what we have been dreaming of and praying for.



## DISCIPLINE

The discipline aspect of master planning involves the discipline to forecast accurately, talk about it without pride or presumption, spend much time in prayer and thought, and then develop the discipline to follow the plan by deciding what to focus on or build next (setting goals). Remember, all growth is not numerical or in the square footage of facility; there can be and should always be growth in other things as well—learning and growth in spiritual things, in processes, in programs, in communication, in relationships with churches and their leadership, and in management and leadership skills. These are all essential for the Lord to give us more responsibility (*Luke 16:10–12*).

## AREAS WHERE DISCIPLINE IN MASTER PLANNING IS ESSENTIAL

1. The discipline to plan by faith, yet realistically.
2. The discipline to set goals and objectives to implement the plan that follows the STAMP of approval formula (*see Appendix 5*).
3. The discipline and faith to actually start the project (go when God says go; stop when God says wait).
4. The discipline to avoid the rabbit trails of
  - a. a pet project pressure;
  - b. easy project to do;
  - c. addition of more cabins and thus more campers before we are ready to care for them physically or spiritually (remember, “full” is not based on beds; it is based on counselors and spiritual accomplishment capability).

*See Appendix 1; “How the Purpose of Ironwood Helps Us Make Good Ministry Decisions”*

5. The discipline to stay on target when the “plan” doesn’t work. This can only be done through wise adjustments, remembering the purpose and staying on the path. Learn to be flexible without getting on a rabbit trail. “Look at the mountain, focus on the path, take the next right step.” Remember, sometimes there are switchbacks on steep sections of the path.
6. The discipline to totally finish each project as (or before) you begin going on to the next one. Leadership should be ahead in their planning responsibilities of actual building projects, yet their mental attention cannot be stuck there. They must focus all at once on future plans, today’s project, staff needs, camper needs, church leadership relationships, and mission accomplishment.
7. The discipline to stay on budget.
8. The discipline to not leap frog out of one phase into the next before the ministry is ready to handle it. Remember the “Law of Patience” (*see Note #3*).
9. The discipline to not build the wrong building, or in the wrong place; do your homework.
10. The discipline to make changes in the plan when necessary, but to do it right so it does not seem arbitrary.
11. The discipline to keep the principle of financial “sustainability” in mind so as to not build in such a way as to hurt the ministry (debt, cost to operate, replacement, etc.).
12. The discipline to keep focused on purpose accomplishment even while building, so that staff, campers, and ministry do not suffer as you are building.
13. The discipline to not let the temporary pioneer projects become the permanent when you have the resources to make planned “pioneer upgrades” as you go.



## NOTE #5

**“Using the temporal to affect the eternal”** (quote from Nehemiah Corps)

As we go about building the physical aspects of our ministry, let us never forget the building of the people aspect as well. We never want to leap frog over our team by thinking the only ministry we have is with our campers. Jesus’ example of concentrating on the teaching of the disciples even while He was in the process of ministering to the thousands is a good one for us to remember. Read *Mark 8:1–21* and note that He used the feeding of the multitude as a teaching tool for the disciples, and that evening He had a “staff meeting” on a boat to continue His development of the team His Father had given Him to influence as He went about His primary mission. Another good example of that is found in the passage we mentioned at the beginning from *Exodus 35*.

*Exodus 35:30–35 And Moses said unto the children of Israel, See, the LORD hath called by name Bezaleel the son of Uri, the son of Hur, of the tribe of Judah; And he hath filled him with the spirit of God, in wisdom, in understanding, and in knowledge, and in all manner of workmanship; And to devise curious works, to work in gold, and in silver, and in brass, And in the cutting of stones, to set them, and in carving of wood, to make any manner of cunning work. And he hath put in his heart that he may teach, both he, and Aholiab, the son of Ahisamach, of the tribe of Dan. Them hath he filled with wisdom of heart, to work all manner of work, of the engraver, and of the cunning workman, and of the embroiderer, in blue, and in purple, in scarlet, and in fine linen, and of the weaver, even of them that do any work, and of those that devise cunning work.*

Notice in verse 34 that God put in the hearts of Bezaleel and Aholiab the desire and necessity of teaching others as they went about their building. We see all through Scripture that this is not an add-on task, but the very essence of why we are in the ministry to reach, teach, and challenge others to grow in their abilities, their willingness to serve, their heart for ministry, and their labor for the accomplishment of the eternal. Directors must see their staff team as their ministry, while remembering they are not their pastor. Remember, “ONE IS WORTH MORE THAN ALL!”

... And that is also why we have spent the time and effort to research, remember, and record these notes for your consideration.









# QUESTIONS AND EVALUATIONS



A MUST FOR DIRECTORS TO PONDER AND ANSWER

*For which of you, intending to build a tower, sitteth not down first,  
and counteth the cost, whether he have sufficient to finish it?  
Lest haply, after he hath laid the foundation, and is not able to finish it,  
all that behold it begin to mock him, Saying,  
This man began to build, and was not able to finish.*

LUKE 14:28-30







# **DIRECTOR - LEVEL QUESTIONS THAT NEED HONEST ANSWERS**

## ATTENDANCE QUESTIONS

1. Why do people come to camp?
2. Why do churches bring kids to camp each summer?
3. Why do they bring them to this camp?
4. Why do parents spend their hard-earned money to send their kids to camp each summer?
5. Why do the campers who came last year return this year?
6. Why don't churches who brought their kids last year come back this year?
7. Do our constituents understand the value of camp and why the method works?
8. Is there a sizeable pool of prospect churches we can communicate with regarding camp?
9. How many churches would be decent prospects within
  - a. 2-hour drive?
  - b. 4-hour drive?
  - c. 5 to 8-hour drive?
10. What is our summer occupancy ratio?
11. If we are year around, what is the occupancy ratio for the year?
12. Do we have enough campers to be a sustainable ministry?
  - a. As a seasonal camp only
  - b. As a year-round camp ministry
13. What are the disadvantages of a year-round ministry?
14. What are the advantages of a year-round ministry?

## MANAGEMENT QUESTIONS

1. What does a new building cost?
  - a. Hidden construction costs
  - b. Operating costs (How much more will it cost to have this new building operating?)
  - c. Repair and maintenance costs
2. Can adding a much-desired building hurt more than it helps?
3. What would it cost to carry a building between camps? Insurance, Utilities, Maintenance
4. What will it cost to open the building, use it for a retreat, and shut it down?
5. What is the resident staff cost and burden (time and labor) to build, carry, use, clean, and maintain?



6. What will be the depreciation cost, repair, and maintenance cost even without any use?
7. Have we done our homework and due diligence before making the decision?
8. What is our current break-even point (BEP), and what will it be with this new addition?
9. Have we figured the BEP for the next phase of total camper day numbers?
10. What is the carry cost per day for our facility when there are no campers present? What would this new building add to that amount?

## LEADERSHIP QUESTIONS TO ASK AND ANSWER

1. Are our structures friendly to our ministry purpose?
  - a. Cabins with open space for discussions and devotions
  - b. Meeting rooms adequate and without distractions
  - c. Property theme gives feeling of continuity, uniqueness, and purpose
2. Are we planning and building today with the future phases in mind?
  - a. Future use change potential
  - b. Ease of remodeling or use change
  - c. Is the future change possibility already in mind?
    - Rooflines
    - Ground levels and elevations, drainage issues
    - Utility placement and access points, septic tank and leach line placement
    - Few bearing walls
    - Economy of modifications
    - Exterior appearance, ability to match exterior in future
3. Has adequate planning and thought gone into planning the changes necessary once a new structure is put into service?
  - a. Program changes necessary
  - b. Process changes required
  - c. Scheduling changes
  - d. People and staffing adjustments necessary to clean and run new building
  - e. Cost to flip the switch with the new addition
  - f. Facility adjustments needed (support, storage, servicing)
  - g. Disruptions to current programs during construction
  - h. Implementing changes that will disrupt the status quo
  - i. Ministry philosophy fit and purpose accomplishment
4. Am I personally ready and is our team ready for this next level of responsibility?
5. Do I know why good people resist any change? Am I ready to address those reasons?
6. Have we considered the staffing issues? More needed, more training, housing for team ok?



## TEST QUESTIONS TO PASS . . . THAT HELP US MAKE GOOD DECISIONS ABOUT A PLAN

- ☐ Purpose test—does it help us accomplish our purpose?
- ☐ Culture test—does it fit the way we do things in this ministry?
- ☐ Resources test—what would I be willing to stop doing now in order to reallocate resources to this project?
- ☐ Ripple effect test—what else in our ministry will be affected? Will it be good, bad, indifferent?
- ☐ Box test—am I trying to put God in a box with my plan? What are our current limitations that have to be overcome? Are there any other avenues we could explore instead of this plan? Does insistence on our plan limit God?
- ☐ Thelemic test—is it in God's will and in His timing?
- ☐ Knowledge test—what else do we need to know in order to make a good decision?
- ☐ Effectiveness test—will it accomplish the intended purpose or result? Will it work?
- ☐ Efficiency test—will it be cost effective? Is it affordable and the best use of our scarce resources?
- ☐ Stewardship test—is our stewardship responsibility fulfilled with this plan or idea, or is it overkill—too much, too big, too costly in the long run? Have we been good stewards with what we have now? Can we verify that with an outside opinion?
- ☐ Core test—the are two aspects of this to consider.
  1. Camp is core; does this fit that basic principle?
  2. Consider our core values; does it align with them?
- ☐ Prayer test—have we been diligent in asking God to guide us in this process, to provide for this plan, and protect us throughout this endeavor? Compare *2 Chronicles 14–15* with *2 Chronicles 16*; take heart to the entire context and pay special attention to verses *14:11*; *15:2*; and *16:9*.
- ☐ Solo test—are we trying to do this on our own without God?
- ☐ Faith test—do we believe that what God has promised He is able to perform even if it takes a lifetime to do like it did with Abraham (*Romans 4:19–21*; *Genesis 12–25*)? Do we have the endurance to stick with it through many phases unfolding slowly over a lifetime?

## QUESTIONS TO ASK BEFORE WE EXPAND

Proverbs 16:9 *A man's heart deviseth his way: but the LORD directeth his steps.*

Proverbs 20:18 *Every purpose is established by counsel: and with good advice make war.*

Proverbs 21:5 *The thoughts [PLANS] of the diligent tend [LEAD] only to plenteousness [ADVANTAGE]; but of every one that is hasty only [SURELY] to want [POVERTY].*

1. **Is there a strategic imperative?** Survival, prosper, growth, advantage, mission or purpose need
2. **Is there a need for a shift in strategy?** Multiple camps, one facility
3. **Who or what will benefit?** Needs of families, needs of churches, who pays, enough information, honest information



4. **What part does pride play?** To build ourselves, prestige, motives right, personal agenda
5. **Has the homework really been done?** Due diligence, financial stability, market research, resource assessment, financial analysis and planning, permissions possible from government
6. **Is there a CONSENSUS among our leadership?** Homework complete, need is sure, now the time, collective wisdom of leadership, how big is the window of opportunity, our sense of God's will
7. **How will we go about sharing the need with others in order to see God provide and do His work, for His honor and glory?** *Nehemiah 6:16b*
8. **Is it time to take this step of faith?**

## STOP EVALUATION FOR MINISTRY

**S**trengths and weaknesses evaluated—these are sometimes called “differential” advantages or disadvantages. Do we have an accurate understanding of both our internal context and our external context?

**T**eam evaluations—look at God's call, and at the spiritual gifts, desires, and abilities of leadership and personnel in the entire ministry. What skills, attitudes, and abilities need to improve before we are ready for growth? Do we as a team “fit” together well? How can this plan result in the growth of our staff, both spiritually and physically? God is more interested in “people” growth than He is in facility growth. How will this plan accomplish His goals?

**O**pportunities and problems that must be faced, both within and without—resources, timing, competition, and perceptions. Have we done our due diligence, our homework? Have we counted the true cost?

**P**leasing to God—are we pleasing God through obedience now? Will this new direction be in God's “thelemic” will and thus be pleasing to Him as well? How can we know this? Are we exercising faith? Are we willing to wait upon God? Are we content, yet not complacent?

## HOW CAN A MINISTRY GROW?

1. A board normally looks at growth from the fiduciary side of their responsibilities. Such a view considers such things as
  - a. Facility growth and/or improvements
  - b. Numerical comparisons—numbers of campers, camper days
  - c. Financial issues—ministry improvement margin (MIM) debt, income and expenses bottom line
  - d. Funding projects—how much

However, there are other ways growth can occur and indeed much occur. This kind of growth often proceeds God's blessing in supplying more physical resources (*Matthew 25:14ff*).

2. The other side of growth deals with a board's mission responsibilities which looks at the following:
  - a. People growth—we must not be a “leapfrog ministry.”

Growth of our skills, abilities, spiritual growth, leadership, management, wisdom

Spiritual impact on campers—not just salvation decisions, although they are of supreme importance since Christ came to seek and save the lost, but also the times of consideration and time with the Lord a camper may be afforded while here that result in yielding to the Lord and changed lives.

- b. Growth in foundational things like philosophy ministry alignment, principles of operation, and planning



what, why, who, when, and how we do things

- c. Practical things like improving our communication, our processes, our team work, and our programs. This involves staff interaction as well as our service to campers, to churches, and to families as we seek to accomplish our mission.
- d. Growth in stewardship which involves the care for what we have, the good use of what we have, and the expending of what we have to produce eternal results.

The history of Ironwood has always been that if we seek first to improve in our mission responsibilities that the Lord will provide the resources (fiduciary issues) necessary to reach young people for the Lord Jesus Christ, strengthen families, and serve churches.

Matthew 6:33 *But seek ye first the kingdom of God, and his righteousness; and all these things shall be added unto you.*

## STAGES OF A MINISTRY

What stage is this ministry in? Write out your conclusions regarding . . .



Where we are now? \_\_\_\_\_

\_\_\_\_\_

What's the next right step? \_\_\_\_\_

\_\_\_\_\_

What do we (and I) need to learn in order to take that step? \_\_\_\_\_

\_\_\_\_\_

Have I spent a season of time in prayer and seeking the Lord's will (Yes/No) and way (How?) concerning this step?

\_\_\_\_\_

\_\_\_\_\_

How is the Lord leading?

Yes/go . . .

No/stop . . .

Wait / be patient; it's coming, but later.



## A TO Z OF MASTER PLANNING

The following material is a compilation of my thoughts and ideas on master planning and do not represent an exhaustive study or summary of the available information and helps on this subject. Those helps are out there and should be considered by a serious practitioner of this art, but for now this is what I have learned after 33+ years of working on a master plan and studying Nehemiah.

**A**sk God for wisdom, direction, insight, and creativity (imagination)

**B**egin with an accurate map of the property.

**C**odes, laws, and ordinances; know the pertinent requirements.

**D**ream awhile before you start drawing—look at various options; think it through.

**E**nvironmental concerns; this is your corner of the creation—outdoors is a key component of camping. How can you use this to advantage in your ministry?

**F**acts and details are important; generalizations that cannot be measured will kill a plan.

**G**od's call has brought this ministry into existence for His purpose. What is it?

**H**umility of spirit; don't plan with pride, *1 Peter 5:6*.

**I**nventory what you have and start there—what can you do with it? *Matthew 15:34*

**J**ust remember, this is for people to use—are you a student of people? Sleep, eat, relax, and listen to preaching without distractions!

**K**now the terrain, the weather patterns, water issues, etc., of your location.

**L**ocation, location, and location—what is the drive time (access) of the main body of your constituents? 4 hours or less for retreats, 8 hours for summer camps + on site locations.

**M**iracles are not always spectacular, but they are always the hand of God upon you.

**N**eighbors, noise, nuisance, and notification requirements must always be considered.

**O**rganize for success as you plan. Set up a place to think and dream, time, tools, and information needed—set aside a special room or old cabin, etc.

**P**hilosophy = purpose = program = planning = priority = process = procedure.

**Q**uestions from your leadership team should be welcomed and answered.

**R**esidential areas for staff located for camp needs first.

**S**ee with the eyes of faith—learn to trust God, His provision, and His timing.

**T**oday do what you can—do something important and lasting every day, no matter how small.

**U**se a pencil; keep an eraser handy.

**V**ision is a compass; not a calendar or a calculator—it gives direction only.

**W**ait on God and His timing and resources—don't speak for God.

**X**enostic nature of ministry—we are strangers and pilgrims upon this earth; remember the eternal is more important than the temporal, *Hebrews 11:13*. (*xenos* = having to do with strangers, foreigners, guests, or aliens)

**Y**es, we can do this! Have a positive, optimistic attitude, *Philippians 4:13*.

**Z**ero without God; zenith with God. In His will and for His glory!





# PHASES OF IRONWOOD



*And the LORD thy God will put out those nations before thee by  
little and little: thou mayest not consume them at once,  
lest the beasts of the field increase upon thee.*  
DEUTERONOMY 7:22

*For all our days are passed away in thy wrath: we spend our years as a tale that is told.  
The days of our years are threescore years and ten; and if by reason of strength  
they be fourscore years, yet is their strength labour and sorrow; for it is soon cut off,  
and we fly away. Who knoweth the power of thine anger? even according to thy fear, so  
is thy wrath. So teach us to number our days, that we may apply our hearts unto wisdom.*  
PSALM 90:9–12







# THE PHASES OF IRONWOOD

## AN ILLUSTRATION OF THE FARMER PRINCIPLE (Sometimes Referred to as the “Patience Principle”)

### **PHASE 1:** 1973–1980 (7 years)

Strategy—proof of concept and reach young people (camps, Nehemiah camps, Round-Up Bible Clubs, day camps, etc.)

Growth from zero to 3,000+ camper days per year

Key structure for Phase 1—add-on to lodge, 20x20 kitchen with a 12x12 homemade walk-in, and 20x30 dining room (feed 45-60)

Support structure added

- 6 cabins without restrooms—3 framed, 3 converted office trailers
- 3 converted travel trailers for cabins

In-place structures—20x40 lodge used as combo for many events including preaching, general store, game room, dining room at times, banquet hall, craft room, and kitchen for one summer.

Challenges—the turkey ranch and Triple BC Ranch management at same time, yet without conflict

Few staff or ministry policies written; however, it was in this phase that the summer staff training manual was first written.

1979 master plan approved by the county of San Bernardino

As I have looked back over this list, it is obvious that I have left out some projects and building steps. Remember, it is not meant to be a detailed list, just simply an illustration of the fact that everything is not built all at once and many things change (purpose, size, etc.) even after they are built the first time.

Also, remember that as sparse as the first two pictures look (taken in 1980 about the end of what I have identified as Phase 1), seven years prior to this we started with just one building (picture hanging in Hub). It is literally true . . . everything we have . . . trees, buildings, fences, roads, lake, vehicles . . . has been a gift from the Lord.

---

See if you can figure out what is not there then—but is now.

**To God be the glory!  
Great things He has done!**

*Yea, they spake against God; they said,  
Can God furnish a table in the wilderness?*

PSALM 78:19

**Yes! He can.**



## **PHASE 2: 1981–1987 (7 years)**

Strategy—grow in ability to reach young people; add first resident staff

Growth from 3,000 camper days to 7,400 total camper days per year

Key structure for phase 2—30x100 combination ICA classroom/summer chapel + office; our first totally new building that was larger than a cabin (1982)

Support structures

- Phase 1 of barn—40'x72' (necessary for western theme and program development)
- Add 8x20 dishwasher room and 10x20 pantry to kitchen
- Add 18x36 patio enclosure for camp dining room and school classroom
- Close in patio shade and breezeway for 10x30 overflow and store area
- Add 12 cabins with restrooms—2 phases of 6 each
- Built Dallas to be used as a pastors' retreat and speakers cabin. Same size as double cabin.
- Skunk works projects—Uncle Wally's, first Pygmy Post, woodshop, canoe shed, carports, horse corrals, snack shop, tack room shade, tennis court, deck and shade at Uncle Wally's
- Store and fellowship area added with first wooden boxcar (traded a year of tuition for two kids for boxcar) and shade/deck

Challenges—to grow in leadership and management skills and to make the “Walt factor switch”

Policy manuals developed

## **PHASE 3: 1988–2000 (12 years)**

Strategy—begin the process of ministering to adults through strengthening families and serving churches with adult retreats in addition to our ministry of reaching young people for the Lord Jesus Christ.

With the addition of fall, winter, and spring retreats and western cottages, we saw a growth from 7,400 camper days to 14,500+ by 2001.

Key structure for phase 3 was 40x57 dining room addition to south side of kitchen. This replaced the patio enclosure that served us well from fall of '80 to fall of '87 when it was dismantled. During fall/winter/spring retreats, this room doubled as a meeting room (requiring a lot of set up and rearranging between every meal).

Support structures

- Kitchen, add-on of a 12x20 walk-in refrigerator and a 10x10 freezer, plus a new used dishwasher (double tray); converted old walk-in into a bakery area.
- 22 western cottages
- Added Caboose and Whistle Stop as part of store and fellowship area, plus the Ironwood sand box
- 7 resident staff homes were completely renovated and added 3 additional ones
- Remington and Winchester offices
- No youth only cabins were added in this phase
- First Chance Hardware

At the end of this phase, all three essential elements of a facility (eating, sleeping, and meeting) were maxed out, and to add any numbers to any one meant we needed to add to all the others a similar capability. It was at this time that we developed the 2020 vision.

Challenges—lack of resources to keep up with ministry pressure; lack of knowledge and skill related to fundraising, understanding people management, resident staff development and mission status developed, and the writing and development of philosophy, policy, and principles of ministry.



## **PHASE 4: 2001–TODAY (16+ years )**

Strategy—“C” squared, multi-camp-ability with three facilities able to operate at same time; this necessitated experimentation with multiple program team options.

Max to date of 18,000+ camper days with recent years averaging 16,000 +/- (facility capable of handling up to 24,000 camper days)

Key Structure for phase 4 was the Homestead kitchen/dining room facility (approximately 10,000 sq. ft.)

Support structures, new venues added

- 26 western cottages to do double duty for either youth or adults
- After 2006 we stopped adding new capacity cabins and began concentrating on upgrading and improving what we already had.
- Move ICA to stand-alone campus
- Renovate offices and classrooms for camp use without school use for Broken I Ranch preaching venue
- The Twig for Ike’s Roost camp plus master plan reaffirmed by county planning
- Way Station—8,000 sq. ft. administrative office and registration office
- Waypoint IIM campus + 4 Ministry Bound apartments
- Rivertown rebuild in 3 sub-phases—old dining room repurposed as our current main meeting hall for the preaching of the Word
- Shooting ranges, archery range, One Buck, the Pond, High Ropes, the Edge
- 5 resident staff homes added; many remodeled
- The Washboard, the I Shop, and MAG shop,
- Eureka replaced and expanded so it has become main meeting room for Broken I
- Rivertown and Broken I fellowship, game room, store renovations and improvements (coffee shops added + book store) and air-conditioned game room, Livery Stable, Birdie’s Cage, etc.

Sub-phase strategy addition of Ministry Connect and addition of Hacienda as part of mission to serve churches with this pastor’s retreat facility (not likely to by itself add any substantial numbers to our TCD).

This phase has had to add the renovation of existing buildings as part of planning to upgrade and properly care for facility as good stewards—some old structures demolished and replaced (Restoring the Classics).

Challenges—to learn to manage in down years and leadership transition; to learn how to use wisely the multitude of resources God is providing; to learn to share knowledge and resources with others in such a way that it will not hinder them from learning the lessons necessary to use them correctly.

Accredited by ACA, pulling together all of our policy manuals into a unified library.

## **PHASE 5**

Timing and date in the Lord’s hands, need to get to 24,000 TCD’s before major buildings are needed. This will only occur as churches grow and we grow in our ability to manage such a ministry. So, remembering the *Farmer Principle*, we will keep learning and maturing, and as ministry pressure comes, we will respond. Property has already been purchased that would facilitate a future junior fort, and twelve additional cabins (“A” cabins) can be built when needed and be either the end of phase four or the beginning of phase five.

The challenge is to wait like a good farmer, with patience yet endeavoring to improve, for God’s timing, for churches to grow, for our team to be ready, and for God to say, “Time to cross the river—GO!”



ENDNOTE REGARDING BUILDING IN PHASES

Each phase required . . .

1. A strategic purpose aim at the ministry purpose
2. A key structure built
3. Support structures built as needed
4. Change of use for some old buildings (remodeling)
5. All required some changes in policy, process, and program
6. Challenges to deal with

*For every house is builded by some man;  
but he that built all things is God.*

HEBREWS 3:4





# THELEMIC PLANNING



## WHAT IS PLANNING?

“Planning consists of identifying the overall purpose of a project, the activities to be performed, their sequence, and the resources required to accomplish them. If any of these four elements is missing, plans will have less chance for success.”

Myron Rush

## WHAT FOUR ELEMENTS NEED TO BE CONSIDERED WHEN PLANNING?

Purpose ★ Activities or Action ★ Sequences ★ Resources

## WHAT ADDITIONAL ELEMENT MUST THE CHRISTIAN LEADER (PLANNER) CONSIDER?

God's Will

## WHAT IS “THELEMIC PLANNING”?

Planning aimed at determining God's will for a ministry.

If you are wondering about being a director and doing the hard and time-consuming leadership and management work of planning, remember . . . we get much more done “in time” for eternity if we plan than if we don't.

*See then that ye walk circumspectly, not as fools, but as wise,  
Redeeming the time, because the days are evil. Wherefore be ye not unwise,  
but understanding what the will of the Lord is.*

EPHESIANS 5:15–17

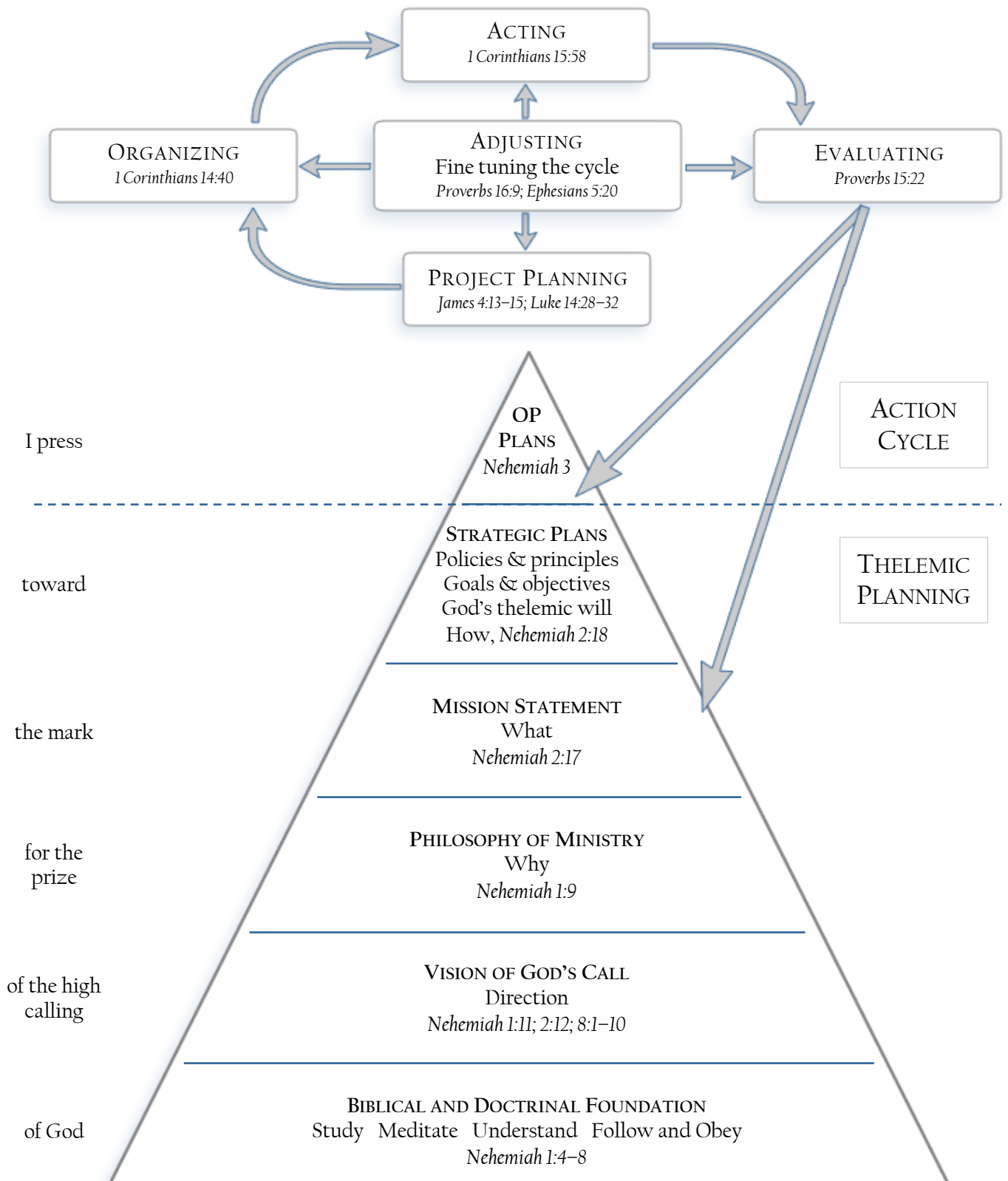


HOW DOES THIS CHAPTER “FIT” WITH  
MASTER PLANNING A FACILITY?

See Appendix 6.



# THELEMIC PLANNING AND ACTION CYCLE



Philippians 3:14 *I press toward the mark for the prize of the high calling of God in Christ Jesus.*



## THELEMIC PLANNING DEFINED

*Thelema* = God's purpose or heart desire, often referred to as the Lord's will

James 4:15b *If the Lord will, we shall live, and do this, or that.*

Whoever said we were doomed to our current situation forever? We may never figure out who first said it, but one thing is for sure: too many of us think it. God always wants us to grow and develop, but we must do it while waiting on Him to lead the way and supply the wherewithal. Figuring out which way His will leads, how He will provide, and when, are things that often keep us from making any progress. This may be called a lack of faith, or it may be called being in a rut; however, most of the time, it is just plain old busyness. For the most part, Christian leaders are hard workers in the ministries God has given them. Because the work of planning is often relegated to the back burner until we put out the fires on the front range, planning is often left undone because we have too much to do now, much less to think about doing more tomorrow. Consequently, for too many leaders, when tomorrow comes, they will still be doing what they are doing today. That raises the question, will that be as much God's will then as it is today? If there is any chance that the answer to that question might be in the negative, we must put real effort into starting the thelemic planning process within God's will so that we are ready for the change that He wants us to make in our own lives and in the operation of the ministries He has put into our trust. Start first with an honest look in three directions.

Look back. Throughout God's Word, He asks His people to remember what He has already done for them as a testimony to His praise and as an indication of what He can do in the future. Looking back helps us build our faith and grow in the assurance of His grace (*Deuteronomy 8:1*).

Look around. Thank God for all you have now and for your current situation (both blessings and distresses). Then pray and ask God for His leading and provision for tomorrow (*Philippians 4:6–7*).

Look forward. Because Christians ultimately will be in heaven, make sure your future look is first of all eternal in nature (*James 4:13–15*; *2 Corinthians 4:1–2, 17–18*).

Your future look should see the following:

Present plans—current and operating plans up to one year, usually one cycle of a ministry's operation. These are plans to implement what is next, funded, and doable.

Probable plans—things that will have a reasonable probability of occurring within one to three years into the future. It is also wise here to consider best/worst case scenarios.

Possible plans—plans that are feasible and are likely to occur within the three to five-year time frame.

Potential Plans—BHAG (Big Hairy Audacious Goal) as God provides in accomplishing the whole master plan.

Next, make sure you are thinking about planning within the context of "God's will." In order to do that properly, one must understand the biblical precepts and principles relating to God's will. Because there is no single, extended passage of Scripture explaining in great detail the essence of the doctrine of God's will, we must turn to a number of passages to get the essence of what the Scripture is saying. Maybe the best way to approach it in our limited framework is by looking at the various words translated as will in the Scriptures, especially those that refer to God's will.

*Vine's Expository Dictionary* (Vine, 1981) lists five different nouns that can refer to will as God's will. The five Greek words for will in noun form are as follows:

*Thelema* signifies (a) objectively, that which is willed, of the will of God, e.g., *Matthew 18:14*; *1 Thessalonians 4:3*; *5:18*, where it means "the gracious design," rather than "the determined resolve," and (b) subjectively, the will being spoken of as the emotion of being desirous, rather than as the thing willed; of the will of God, e.g. *Romans 1:10*; *1 Corinthians 1:1*.

*Thelesis* denotes a willing, a wishing, *Hebrews 2:4*.



*Boulema*, a deliberate design, that which is purposed, *Romans* 9:19.

*Eudokia* (to think) is rendered “good will” in *Luke* 2:14.

*Eunoia*, good will, *Ephesians* 6:7, (pp. 216–217).

The word from this list that we are most interested in is the Greek word *thelema*, which, at the risk of over simplification, means God’s will as His heart desire or wish for our behavior. This type of will requires our cooperation, as opposed to His predestined and determined will, which comes from the word *boulema*. Therefore, when we speak of trying to find God’s will in our lives or ministries, we are speaking of finding the equivalent of *thelema*, God’s heart desire for us (as the Scripture says in *Romans* 12:2, “*that ye may prove what is that good and acceptable and perfect will [thelema] of God*”).

By adding the suffix *ic* (meaning having to do with) to the Greek word *thelema* we come to the word *thelemic*, which for our purpose can be defined as an exercise or planning session that is aimed at determining God’s heart desire for an individual, a church, or a Christian ministry, such as a camp, school, or other endeavor aimed at furthering the cause of Christ.

It is true that much of God’s thelemic will is already listed for us in the Bible (i.e. salvation, sanctification, being Spirit-filled, and enduring in suffering); but much of His thelemic will is not spelled out, such as locations, timing of events, occupations, personal choices, and funding methods. It is in these areas of life and ministry where we must seek His guidance in prayer, follow biblical principles and precepts, use good wisdom and discernment, consider how God may be dealing with us in our current circumstances, and in the end, make decisions that keep us going in the direction of pleasing Him who is our Savior and Lord. “*For that ye ought to say, If the Lord will, we shall live, and do this, or that,*” *James* 4:15.

Thelema is used 64 times in the New Testament. Among them you will find the following verses on God’s will:

*Romans* 12:2

*Ephesians* 5:17; 6:6

*1 Thessalonians* 4:3; 5:18

*Hebrews* 13:21

*1 John* 2:17; 5:14

*James* 4:15 (from root)

## LONG-RANGE THELEMIC PLANNING PROCESS

1. **Biblical foundation and philosophy**—a personalized statement of the general biblical basis for your ministry.
2. **Vision**, sensing or seeing in the mind’s eye the will of God for the future, is seldom detailed but is usually very good at giving direction for action and a sense of eternal purpose beyond one’s self.

- a. This future view may show the following.

Long-term goals or even a hoped-for final outcome—SEE IT.

Ministry-wide potential for service and achievement—BIG.

Personal ministry for God; God’s will for “my” life—KEEP IT SMALL.

*Nehemiah* 2:12 *And I arose in the night, I and some few men with me; neither told I any man what my God had put in my heart to do at Jerusalem: neither was there any beast with me, save the beast that I rode upon.*

- b. This view of the future must be based on



a knowledge of the Word of God and of God himself;

a trust and faith in God;

a discerning of God's thelemic will through a consistent prayer life, a study of God's Word, and a patience to wait upon Him;

a knowledge of the world in which we live and minister (know the times, our community, our colleagues, our competitors, our congregation); our community; our colleagues; our constituents;

a knowledge of people and their needs, combined with a compassion for their souls;

a knowledge of ourselves; an honest appraisal of my heart desires; my abilities, skills, and talents; my spiritual gifts; my strengths and weaknesses; and my personal call, God showing me His thelemic will for my life.

3. **A philosophy of ministry** for your organization is a broad general document that outlines the foundational principles of the organization explaining what you do, why you do it, and how you plan to accomplish it.
  - a. A statement of direction and scope indicating God's will for this ministry.
  - b. A basic strategy for accomplishing the vision, "how God would have us do this."
  - c. An indication that you have identified and understand your "strategic" advantages and/or disadvantages.
  - d. A statement which distinguishes this ministry from all other ministries with the same biblical foundation. It takes into account the unique situation (location, people, aims, culture) in which God has placed you.
4. **A statement of purpose or mission for your ministry** is a brief statement summarizing your ministry vision and the mission that God has given you. It is a statement boiling down your Biblical foundation, vision, and mission statement into the specifics God has "put in your heart to do" in your location and how (strategies) He wants you to go about accomplishing them.
5. **In planning phase one**, sometimes called strategic planning, you establish the policies and principles that will act as guidelines within which all your future efforts must stay while working to accomplish the objectives and goals of your purpose. This plan should include
  - a. a consideration of the internal climate of your ministry;
  - b. an examination of the external climate surrounding you ministry;
  - c. an establishment of the objectives (directional statements that begin with action verbs such as, to provide, to develop, to achieve, to establish, to select, or to secure) and goals (serviceable, tangible, accomplishable, measurable, and permissible action statements) of your ministry;
  - d. a recording of the key principles and policies to guide your ministry;
  - e. a presentation and acceptance of the plan to all the stakeholders in the ministry; the broader the acceptance at this point, the greater value this plan will have in motivating all those involved.
6. **In planning phase two**, sometimes called operational plans, this is the work of planning that is involved in actually getting the job done in the future. Most of this planning is done by the ministry's administrative team or by those delegated to plan certain segments of the overall plan by the administrative team. This type of planning should at least include
  - a. programming plans which will establish the priority and sequence of activities for the accomplishment of the goals and objectives already established;
  - b. procedures to follow which will standardize the methods of doing the work of the ministry;
  - c. scheduling is the management work involved with time frames and deadlines using the tools of clock and calendar;



- d. budgeting all the precious and scarce resources of the ministry, such as time, space, equipment, people, and money—budgeting is advance decision making on the use, maintenance, and improvement of all these resources as a matter of fulfilling the stewardship responsibilities given to a ministry by God.
7. Next are **action cycle activities**, which are more easily identified as work by most people, although all of the management work above is really necessary in order to set the stage for the success of the work of the ministry preformed at this stage. The action cycle will include the following
- a. **Planning**—aiming at the purpose of a project, determine the activities, sequences, and resources required to accomplish it.
  - b. **Organizing**—the work of giving structure to the plan. It includes enlisting people, delegating responsibility, acquiring the supplies, tools, and other resources necessary, and doing so in the proper sequence to implement the plan.
  - c. **Acting** by leading in the action and activities of the ministry. This kind of work will involve not only the work of the ministry, but also such things as decision making, communicating, motivating, selecting people, developing people, and supervising people
  - d. **Controlling** (evaluation) is the management work that must be done in establishing standards, measuring results, correcting difficulties, and evaluating results by the goals and objectives, which must always sit in judgment on all our work.

## STRATEGIC PLANNING

Strategic planning is a **process** that will determine how the Christian ministry will accomplish its **mission** of allocating current resources in anticipation of future results and is incremental—a long-haul way of life for the ministry.

### Key Elements of Strategic Planning

- 1. Know and understand the mission.
- 2. Develop and define an overall strategy (or strategic shift) that will result in an improved ability to accomplish the mission.
- 3. Research and evaluate the current contexts. Set up levels of honest evaluation and listen to them.
  - a. Internal Context
    - Leadership model, management style
    - Health of the ministry
    - Team abilities, skills, and improvement or growth needs
    - God's place in the culture of the ministry
    - Growth plans: faith vs. leverage, now vs. wait, more vs. enough, logical business practices vs. obedience
    - Inside stakeholder involvement and commitment
  - b. External Context
    - Basis for strategy: competitive based (reactive in nature) or constituent based (proactive in nature)
    - Society and culture
    - Economics
    - Governmental challenges
    - Our local community



Outside stakeholders (e.g., donors, end users, churches, parents, students)

4. Consider future and anticipated changes. What do we want this ministry to be like?
  - a. Identify probable external changes, near and far.
  - b. Identify desired internal changes, steps to get there, and create general timeline.
  - c. Establish policies, principles, and priorities; guidelines and boundaries within which you will operate to accomplish your goals and objectives.
  - d. Determine ministry goals and objectives.
5. Design a process (how) of action steps to move (direction) from today toward the desired future (mission accomplishment). Make sure it is integrated with God's thelemic will and the methodology and processes are in alignment with biblical foundations.
6. Involve stakeholders (imperative).
  - a. Enhances their commitment to the mission.
  - b. Gives a sense of ownership and teamwork.





# APPENDIX



*And the world passeth away, and the lust thereof:  
but he that doeth the will of God abideth for ever.*

1 JOHN 2:17

*While we look not at the things which are seen, but at the things  
which are not seen: for the things which are seen are temporal;  
but the things which are not seen are eternal.*

2 CORINTHIANS 4:18







## HOW THE PURPOSE OF IRONWOOD HELPS US MAKE GOOD MINISTRY DECISIONS

**Purpose Statement:** Ironwood is a home missions ministry using the unique aspects of the camping ministry to reach young people for the Lord Jesus Christ, strengthen families, and serve local churches. It is a place of decision in the areas of salvation, full surrender, and consistent Christian walk.

We don't just do something because

we can

we want to

we've talked about the possibility

we've talked about the concept

we've had it given to us and someone on staff wants it

*Trust not in oppression, and become not vain in robbery:  
if riches increase, set not your heart upon them.*

PSALM 62:10

How do we make decisions? What is at stake? Credibility, livelihood of families, the whole ministry.

### Four Key Purpose Considerations for Decisions—to do or not to do

1. Ministry—direct accomplishment of mission (reach youth, strengthen families, serve churches)
2. Program—goals and objectives + fun (“HEART” of camping)
3. Efficiency and Effectiveness—do it better
4. Staff—most valuable resource (aid, growth, service, improvement)

### Additional Seven Factors

1. Facility—space needs, location
2. Financial—how much it will cost; will it make money or continue to cost?
3. Function—structure, organization, how it will work, business (legal)
4. Fit—interaction and effect on what we are now doing
5. Future—long range, growth, potential, risk factor
6. Family—staff, who, time requirement, divert time from?
7. Faith—would this be in God's will?

*Come and hear, all ye that fear God, and I  
will declare what he hath done for my soul.*

PSALM 66:16

## A BOX OF CREATIVITY By Sam Brock

Some of my most memorable boxes came on Christmas morning. My parents would try to hide the contents of our gifts by putting the much asked for pocket knife in a huge box with a rock in it. The big, heavy box allowed me to imagine all sorts of possible gifts. As a child, I became an expert on what gifts could fit in a certain size box. As managers, it is our responsibility to give each of our workers a box of creativity.

Importance of the box. The box represents the limits or expectations that we can expect. Without limits it is impossible to be creative. Our workers may indicate a desire to have no limits, but their creativity is dependent on our box.

When all four sides of the box of creativity have been defined, we are ready to be creative. Think about a specific area in your ministry, such as your website. Is the purpose clear? How much time and money do you want to spend



on it? Is there a deadline? Two things happen when there is no box of creativity. First, our staff assume they can spend, use, or work on the project as much as they want. We find ourselves trying to get a handle on something that has grown way out of proportion. Second, staff who do not want to step on any toes, spend too much energy, or spend too much money, will wait and wait and . . . wait. The project does not get off the ground, because nobody has a clear idea of what to do and how to do it.

Our job . . . giving them a box of creativity! We are to remind them that even though we may have limits, we serve a God who is infinite. Our limits magnify God's power.

**PEOPLE**

## **PURPOSE**

**PURPOSE.** The first side of your box of creativity is purpose. Define the purpose of what you are trying to accomplish. If you do not define the purpose, others may define it for you. Common purposes that may be harmful include, "Let's get this done as fast as possible," or "Whatever works . . . I guess that's okay." Every activity should have a reason. Many times the purpose is key to connecting temporal work with eternal possibilities.

**TIME.** The second side of your box is the realization that there is a time deadline. Unfortunately, we are not given any time-outs in the constant procession of time. Without a deadline, your team begins wasting time and goofing off, waiting for you to share what the deadline is going to be.

**PEOPLE.** The third side of your box should be a clear understanding of who will be involved in getting the job done. Each person provides a different background and unique skills that affect the creativity.

**MONEY/RESOURCES.** The last side of your box of creativity must include what we can spend or use to do the job. To create out of nothing is not an ability that we have. Many times we communicate this through the use of a budget.

## **MONEY / RESOURCES**

**TIME**

## MANAGEMENT WORK

1 Timothy 3:4

Ruleth well = to govern; to control the will and actions of others; the act of management

1. Planning
  - a. Forecasting
  - b. Objectives
  - c. Programs and schedules
  - d. Budgeting
  - e. Procedures
  - f. Policies
  - b. Motivating people
  - c. Communicating
  - d. Selecting people
  - e. Developing people
2. Organizing
  - a. A Structure
  - b. Delegation
  - c. Relationships
  4. Evaluating (WB)—Controlling (LA)
    - a. Performance standards
    - b. Performance measuring
    - c. Performance correcting
    - d. Performance evaluating
3. Leading
  - a. Decision-making

*The Management Profession* by Louis Allen (McGraw-Hill Book Company, New York, 1964) breaks management work into these key functions.



# THREE LEVELS OF VISION

FOLLOW THE MINISTRY ★ WHERE IS GOD LEADING?

1 PRESENT PLANS (1 Year)	2 PROBABLE PLANS (1–3 Years)	3 POSSIBLE PLANS (3–5+ Years)
<p>PROCESS DEVELOPMENT LEVEL</p> <p>Now the need is scheduling and sequencing.</p> <p><u>Process</u> planning</p> <ul style="list-style-type: none"> <li>— Sequencing</li> <li>— Delegating</li> <li>— Resource allotment</li> <li>— Target dates</li> </ul>	<p>PROBLEM SOLVING LEVEL</p> <p>A need that is <u>now</u> a priority to work on solving the problems of</p> <ul style="list-style-type: none"> <li>— People to do it</li> <li>— Resources to do it</li> <li>— Does it fit?</li> </ul>	<p>PRIORITY DETERMINING LEVEL</p> <p>Work on determining its <u>priority</u> in the accomplishment of the <u>vision</u> and mission.</p> <p>Narrowing the prospective list down to this possibility list.</p>
<p>ANSWERING THE QUESTIONS OF</p> <p>DONE &lt; PROCESS &lt; PROBLEMS &lt; PRIORITY &lt; NEED &lt; PROSPECT LIST</p>		
<p>Human stewardship of God's people and resources</p> <p><b>FAITH</b> to do it— pull the trigger</p>	<p>Divine provision</p> <ul style="list-style-type: none"> <li>— Proves His will</li> <li>— For need</li> <li>— Validates the vision</li> </ul> <p><b>FAITH</b> to pray and <u>try</u> doors to <u>wait</u> upon the Lord while doing best we can to do with what we have</p> <p>{ No rabbit trails No forcing it to happen Taking self out of equation }</p>	<p>Leadership's vision and perspective of need from the whole team</p> <p><b>FAITH</b> to pray for and <u>see</u> the open door to discern the potential for ministry purpose</p>
SEE WHAT WILL BE >	SEE WHAT SHOULD BE >	SEE WHAT COULD BE



## OBTAINING GOD'S STAMP OF APPROVAL THROUGH GOAL SETTING

**S**erviceable—the goal must be useful, must not be too big or complicated, and must address the task at hand.

**T**angible—the goal must be specific, definite, and give a distinct target to aim at.

**A**ccomplishable—the goal must be accomplishable. Avoid unrealistically difficult goals. Humanly speaking, when you count the cost (*Luke 14:28*), can you do the task? Heavenly speaking, do you have the faith to attempt to do this task through the strength of Christ working in you (*Philippians 4:13*)?

**M**easurable—a goal must have both a beginning and an end and be able to be measured by time, quantity, and quality (*Ephesians 5:15–16*). The goal must be able to be finished; the end should be definable (*1 Corinthians 9:24*). Goals that are open-ended are poor goals.

**P**ermissible—the goal must be a biblically lawful practice or action. Can you set this goal in God's will (*James 4:13–15*) and be pleasing to Him as you attain it? Will the accomplishing of this goal glorify God (*1 Corinthians 10:31*)?



### LONG-RANGE PLANNING

This kind of planning is looking ahead five years or more by laying out a vision of where one would believe the Lord's will for the ministry might lead in a certain number of years (5, 10, 15, 20 years). The purpose for this type of plan is to set a target or goal for the ministry to aim at with some reasonable yet challenging projections as to what might be needed in the ministry for that to occur—items like number of cabins, staff members needed, program facilities needed, and total camper days per year needed to achieve the goal. There are three ways to look at long-range planning.

1. **Long-range Vision of Mission Accomplishment**—where we believe the ministry will be in 20 years. This is a well thought out statement of one's perception of God's thelemic will for the ministry. It is a goal to aim at. Simply stated, this is **where we want to be** in the stated time frame.
2. **Strategic Planning**—strategic planning is a long-range plan designed to implement the vision as expressed in the purpose statement, which, in turn, is based on the Biblical, doctrinal, and philosophical foundation of the ministry. It is basically determining a process by which we are planning **how to accomplish** the mission. Such planning will include considerations regarding people, process (which includes operations and program), and property. It is the property aspect of strategic planning that comprises the facility master planning component, but since it is such a major component of the whole process of planning, we will consider it separately.

Strategic planning of ministry direction has three parts.

- a. **Where are we now?** Honest evaluation and research necessary
- b. **Where do we want to be?** This is the ministry goal as stated in the long-range vision of mission accomplishment.
- c. **How do we get there?** Strategic planning process of **how** we can accomplish the purpose of this ministry

Planning adjustments are often necessary, and when it comes to strategic planning, we call these adjustments "strategic shifts" or "strategic initiatives." Sometimes the extensive work of a comprehensive strategic plan is not needed, but some aspects of such a plan would improve the mission accomplishment of the ministry. A **strategic initiative** is a shift in the current plan that makes adjustments so as to better accomplish the mission.

We in the camping ministry must remember that our core strategy is just simply "CAMP"; therefore, we must never make plans that undermine the core aspects of what makes the camp ministry work in terms of spiritual impact.



3. **Master Planning the Facility**—this is the third aspect of long-range planning. The camping ministry involves going to a facility that is designed for programs that present the Word of God in a creation context with as few distractions as possible. Since this is true, the facility plays a major role in the accomplishment of the mission; therefore, the planning of the facility is a major component in the overall success of the ministry.

There are two sides to the facility master planning coin.

- a. The first side of the coin is when the strategic plan will determine what the facility needs to accomplish the plan. Usually, this is a strategic plan developed early in the life of a ministry. It may even start with a blank canvas, or at least before extensive building and development has already occurred. Many times the founder or founding group develops this kind of plan. On this side of the coin, the strategic plan sets the boundaries and goals of the facility development planning.
- b. The other side of the coin is when the ministry leadership determines some type of change is vital for improving the accomplishment of the ministry's purpose. So, the decision is made that the ministry will make improvements and changes either through undertaking the development of an overall strategic plan or making some adjustments by developing a strategic initiative. When the ministry has been operating for many years and much development has occurred, there are limits facility wise within which the planning team must work. This planning is usually the work of a team formed to work on an updated long-range plan in order to deal with current issues not foreseen by the founders or leaders who undertook the previous long-range planning process. The plan may entail changes in the facility that include change of use of some structures, remodeling, or even removal. They often include adding some additional structures, addressing safety needs, foot travel routes, security, or upgrading cabins to fit current norms in society, etc.

## CHALLENGES CAMPS MUST MEET

*A number of years ago I read an article in the In Site publication of CCCA, and as a result I sat down and wrote out a list of issues camps are facing that must be addressed if they want to continue to stay relevant and spiritually effective in today's culture. I have shared this list with camp directors numerous times, and just recently I reviewed it again. I consolidated a number of them and put them in somewhat of an ascending order with the most important issues coming at or near the end of the list.*

1. **"THE BEST THING I DID ALL SUMMER WAS GO TO CAMP!"** Camps are no longer the favored summer activity of youth or their parents, rather they are just one of many options from which to choose. Affluence, desire for variety, and mobility have opened the door to many other viable options. In turn, as youth leaders and families respond to pressure for new things or different camps, the loyalty to "our camp" begins to fade. Guaranteed campers are no longer a given.
2. **GOVERNMENT ENCROACHMENT** with an anti-ministry mindset is increasing. Christianity is losing its favored position in America. The chances of talking to a sympathetic fellow Christian on the other side of a government counter are fading quickly.
3. **THE COST/PRICE SQUEEZE** coupled with aging facilities, increasing costs and regulations to build new, increased burden of debt, and recessionary/inflationary pressures over which they have no control is threatening to undermine the perception of value given for value received; thus we hear, "Camp just costs too much today." Camps must remember it is possible to price themselves out of existence, yet they must deal with the fact that today there is a much higher acceptability standard (the one-step back principle) in terms of food, housing, cleanliness, communication, etc.
4. **FUZZY PURPOSES AND UNCERTAIN SOUNDS**—there is a push toward year-round operations, and as "camp staff" become full-time, there are more regulations as well as more expenses involved. The cost push adds pressure to increase prices to cover these new expenses. Are we a camp or a conference center? Are we a spiritual ministry, or can I pay the bills by dealing with public schools that deny Christ and tolerate no gospel message? As camps grow and become able to do more, (somewhat propelled by more full-time employment in camp), their core purpose may become fuzzy as they look for alternatives to keep the team busy and financially productive. Camps begin doing things . . . just because they can. For if the trumpet give an uncertain sound, who shall prepare himself to the battle? (1 Corinthians 14:8)



## 5. LEADERSHIP ISSUES

- a. **Founders' Gap**—poor succession planning and follow through are plaguing many camp ministries, while there is a simultaneous increase in the need for more business skills for the new generation of camp leaders. Such skills seem to be necessary to survive in today's society, but have a tendency to create formulaic operations, fundraising processes, and programs that are more market driven than ministry sensitive. Such a business mindset coupled with the secular policies of today's culture are undermining the vision and heart of the founders of the camp ministry who view it as a calling and ministry ordained by God, and not a job. Both a business mind and a ministry mind are needed, and it is the task of today's leaders to develop a succession plan that will mentor such leaders in both their stewardship and spiritual responsibilities.
- b. **Longevity**—will the young staff of today make it a life's call, or will they fade away as the cost of raising a family exceeds the ability of the camp to satisfy those needs? Will the unrelenting work schedule drive them away for relief, or will they leave because there is little training, mentoring, or opportunities to become real decision makers in their areas of work? These are management issues that must be addressed.
- c. **Failure of Non-Profit Boards** to fulfill their mission and fiduciary responsibilities by failing to document foundational beliefs and philosophy, articulate a clear path to purpose accomplishment, initiate strategic planning, and hold accountable the executives they put in place by evaluation of their adherence to those policies and the accomplishment of the mission.

## 6. CULTURAL CHANGES

- a. **EXPECTATIONS OF PEOPLE** for more comfort, privacy, safety, cleanliness, food quality, communication, security, background checks, insurance coverage, credentials and certifications are ever increasing, making the camping ministry an ever-increasing complex challenge.
  - b. With the ever-growing "need" to **STAY CONNECTED** in today's world, electronic gadgets are making it ever harder to "come away and rest awhile," as our Lord said in *Mark 6:31*.
  - c. **CULTURAL CHALLENGES** and pressures continue to mount up in an endless array of attacks. Some of the issues that must be addressed by leaders today that were unheard of in previous generations include litigation issues, homosexual agenda, tolerance of other religions as acceptable paths to heaven, belief in no absolutes, false accusations as a tool of persecution, and the increasing perception that it is somehow wrong to try to "convert" someone to the Gospel of Jesus Christ, or that such conversion should result in a change of lifestyle.
  - d. **THE TEMPTATION TO COMPROMISE** is an ever-increasing pressure in today's culture and philosophy of life, especially if seen as the path to "keeping them coming."
7. **VALUE RECEIVED FOR VALUE GIVEN**—there is an increasing lack of understanding of the value of the camping methodology and therefore, an increasing unwillingness on the part of parents, church leadership, and other decision makers to be willing to sacrifice time, effort, finances, and calendar issues so the kids can go to camp.
  8. **CONFIDENCE IN THE METHOD**—the need for camp leaders to understand and respond with confidence in the methodology of camp so they will not cut out the heart of camping (see Value of Camp, chapter 2) while they are nevertheless changing to reach today's generation for the Lord Jesus Christ through the ministry of camping.
  9. **WITHOUT THE SPIRITUAL IMPACT OF CAMP**, there would be no need for the methodology of camping. Camp is a place of decision, and as churches are giving fewer invitations, we must be diligent to provide campers numerous opportunities to make decisions, especially decisions related to salvation, full surrender, and consistent Christian living. Camp is a place of harvest, and as the seed, the Word of God, is sowed at camp or at church, and then watered; it is God who gives the increase.
  10. **CAMPS MUST REMEMBER THAT THE CHURCH IS THE BRIDE OF CHRIST**—it is a camp's duty to serve churches and families as they go about fulfilling their God-given mandates in this age. Get this biblical balance wrong, and the camp will not long survive as a fundamental Bible-believing ministry.









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